



MOVING
EVERY LIFE FORWARD

2019 Annual Report

VISION

TO MOVE EVERY LIFE FORWARD

MISSION

WE PROVIDE SOLUTIONS
that connect people to PROSPERITY
THROUGH INNOVATION, DEDICATION AND TEAMWORK

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SINDY MONDESIR

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ANGEL MUMMA

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CHRISTINA WENDELL

Chief Legal/General Counsel

ALEXIS YAMOKOSKI, Ph.D.

Chief Marketing and
Experience Officer



Trudy A. Bartley (pictured left)
Joanna M. Pinkerton (pictured right)

The Time Is Now

The beginning of a new decade is a time for many of us to assess where we have been and determine where we want to go. For COTA, 2020 is a reminder the clock is ticking – in just a few decades, Central Ohio is expected to grow by one million more residents. Our region is growing every day and that means innovative and bold solutions are needed to change the way we *move*.

The time to address this is now, and COTA is leading that change.

It is incredible to see Central Ohioans already energized and engaged with transit in a new way. In 2019, COTA recorded the highest ridership in 31 years, with more than 19 million passenger trips. Our robust transit system is connecting thousands of people to a better quality of life, providing access to jobs, health care, education, arts, entertainment and more. People are choosing COTA's various services for their mobility needs more than ever before.

When COTA pledges to *Move Every Life Forward*, it means we work to provide mobility that is equitable and inclusive for our diverse customers. This cannot be accomplished with just one mode of transportation. It must be a connected system, which allows people to move seamlessly. Through dedication and teamwork with our business and community partners, we are launching innovative and groundbreaking services that are connecting people to social and economic prosperity.

COTA is committed to enhancing our existing transit system and expanding new services. Launched in 2019, COTA//Plus is the region's first public, on-demand microtransit service, connecting customers to high-capacity, fixed-route transit, major job centers, food services, shopping and health care access in Grove City. This coming year, with community support and corporate partners, we will launch COTA//Plus service in additional neighborhoods and cities.

COTA is partnering with the City of Columbus, The Ohio State University, the Mid-Ohio Regional Planning Commission, and many private sector and neighborhood partners to implement higher capacity transit along corridors. Meanwhile, we are launching services that improve mobility freedom for customers who are elderly or who have disabilities, with new on-demand Mainstream service. COTA is also committed to investing in our most valuable resource – our employees. With the help of our Central Ohio education partners, we are building the next generation of skilled labor professionals, beginning in high school, and offering postsecondary education opportunities to our employees, all while ensuring a living wage.

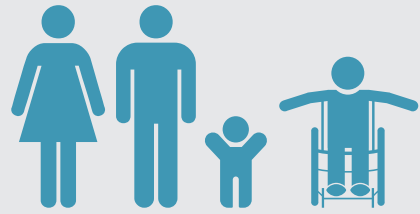
With all of this momentum, we invite you to learn more about COTA's initiatives, and we challenge you to join us in finding new ways to ensure we *Move Every Life Forward* in Central Ohio.

Because – the time is now.

JOANNA M. PINKERTON, P.E.
PRESIDENT/CEO, COTA

TRUDY A. BARTLEY
CHAIR, COTA BOARD OF TRUSTEES


OUR RIDERSHIP



19,141,454
total rides

+4%
since Transit System Redesign

Highest ridership since
1988


1,235,664
CMAx rides

+3.3%


38,660
AirConnect rides

+5.5%

* C-Pass



58%
Downtown Companies Participating

*Employer-funded pass program for downtown employees



15,167
memberships



1,242,354
rides in 2019

COTA MAINSTREAM & MAINSTREAM ON-DEMAND



305,559
Total rides

+5%

Mainstream is a demand-response, shared-ride service for individuals whose disability prevents them from using fixed-route transit service.

OUR CONNECTIVITY



Wi-Fi on transit vehicles

OUR SERVICES

COTA



AFFORDABILITY

\$2.00 Standard & Fixed-Route Service

\$2.75 Rush Hour Fixed-Route Service

\$3.00 COTA//Plus
No charge if connecting to fixed-route service

Discounts for seniors and children

OUR HONORS

HEALTHY WORKSITE AWARD
Healthy Business Council of Ohio

COLLABORATIVE ACHIEVEMENT IN SUSTAINABILITY AWARD FOR C-PASS
Mid-Ohio Regional Planning Commission (MORPC)

WONDERFUL WORKPLACE FOR YOUNG PROFESSIONALS
Columbus Young Professionals Club

ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING
Government Finance Officers Association



OUR ROUTES

42
routes

29 Park & Rides and Transit Centers

562 square mile service area

3,043
transit stops

OUR TEAM

712
operators

13
Board of Trustees members

more than
1,200
employees

President/CEO
JOANNA M. PINKERTON

NOTABLE SERVICES

BUS IT TO BUCKEYES™
ZOO BUS
SUMMER YOUTH PASS
RED, WHITE & BOOM "ZOOM TO BOOM"

OUR FLEET

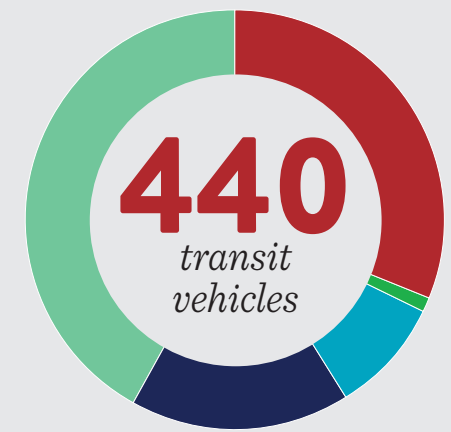
184 Eco-friendly Hybrids or Compressed Natural Gas



137
Traditional Fuel Fleet



5
COTA//Plus



74
Mainstream



40*
Mainstream On-Demand

*Non-dedicated COTA vehicles

CASHLESS PAYMENT

COTA//CONNECTOR COTA//Connector allows customers to load funds at their convenience. App available from the App Store and Google Play.

Take
you?
Purchase COTA
Passes Here



Experience Elevated

New, modern Customer Experience Center debuts in 2019

Enhancing the customer experience from the moment a fare is purchased to the moment a destination is reached is one of our most important endeavors. In November, COTA unveiled the Customer Experience Center (CEC), a welcoming space that connects customers to mobility solutions through innovation and personal engagement. CEC staff can assist in a variety of ways – from help with trip planning and purchasing tickets, to downloading COTA's mobile fare payment app, COTA//Connector, as well as navigating the community. The natural light-filled space is highlighted by dedicated team members who can share mobility options with COTA customers.

From architectural concept to construction completion, the CEC supported COTA's mission of equity and inclusion. The CEC was designed by Central Ohio based Moody Nolan, an award-winning minority-owned business. The demolition team included the social enterprise CleanTurn, who provides employment to nearly 800 women and men that have experienced barriers to finding work.

The CEC is COTA's first bold step toward creating a seamless customer experience that will further enhance in 2020 and beyond.

Let's
get
you
where
you're
going.
Plan Your Trip
View Real-Time
Bus Tracking
View Routes



Get where you want to go
from wherever you are



Must be in a designated COTA PLUS Service Area

MOVING
EVERY LIFE
FORM

“COTA’s Customer Experience Center combines technological advancements with convenience. The space is now a welcoming environment for our community and showcases COTA’s commitment to providing valuable information to customers.”

Amy M. Landino

COTA Board of Trustees Member
President, Vlog Boss Studios

COTA// Connector App: Download, board and go

In fall 2019 COTA unveiled a mobile payment option, COTA//Connector, providing occasional customers an option for a convenient, secure and cashless form of paying for and boarding COTA's fixed-route mass transit services.

Once downloaded and linked to a debit or credit card, COTA//Connector serves as the customer's ticket to board, eliminating the need to have cash or to purchase a paper pass. COTA simultaneously launched the COTA//Connector smart card for customers who do not use smart phone mobile apps but desire a cashless form of payment. Both the app and the smart card are account-based, so funds are secure even if the phone or card is lost.

In the three months since launch, COTA//Connector was the payment option of choice for 49,000 rides.



COTA
//CONNECTOR

DOWNLOAD NOW



How to download COTA//Connector

Download COTA//Connector: Go to the Apple App Store or the Google Play Store and search "COTA Connector."

Create an Account: Set up your account through the app or click on the COTA//Connector icon at COTA.com to learn more about the benefits and sign up!

Load Money: You can add funds to your COTA//Connector App by tapping "My Connector" and "Add Funds" using a credit or a debit card.

Scan and Ride: Simply open your COTA//Connector App, tap "My Connector," tap "Pay As You Go," and select your pass. After you choose your pass, a QR code will pop-up. Scan your code on the farebox and ride.



COTA//Plus: Central Ohio's first on-demand microtransit

Groundbreaking. Innovative. Life-changing. These are a few of the words and phrases customers have used to describe COTA's first on-demand microtransit pilot. Launched mid-year, COTA//Plus connects fixed-route customers to destinations within a zone in Grove City, a growing suburb southwest of Columbus. Customers within the zone can hail a vehicle using the COTA//Plus app, and within minutes their ride will arrive. This service fills first- and last-mile gaps and allows customers to easily access critical destinations, including Mount Carmel Grove City Hospital, the Mid-Ohio Food Collective, dozens of employers and retail centers.

Customers who use COTA//Plus to get to or from a COTA transit stop may ride without paying a fare. Additionally, point-to-point service is also available within the zone, and costs only \$3 per ride. Operators of COTA//Plus are COTA professionally-trained drivers backed by the organization's 47 year history of safety, security and customer service.

COTA//Plus was the result of intentional collaboration between employers within the municipality, Grove City leadership including Mayor Ike Stage and city council. The solution is gaining interest within the region, and more than a dozen municipalities and private enterprises are in discussion with COTA to serve as the next pilot. Thanks to COTA//Plus, mobility barriers to jobs, health care and a better quality of life are being removed, with more to come in 2020.



This service fills first- and last-mile gaps that have precluded customers from easily accessing crucial destinations, including Mount Carmel Hospital (Grove City), the Mid-Ohio Food Collective and dozens of employers.



"COTA//Plus demonstrates how public transit and community partners can work together to connect people to vital services and jobs. Through technology and innovation, COTA//Plus is a trend-setting service attracting the attention of many Central Ohio communities."

Michael H. Stevens
COTA Board of Trustees Member
Chief Innovation Officer, City of Columbus



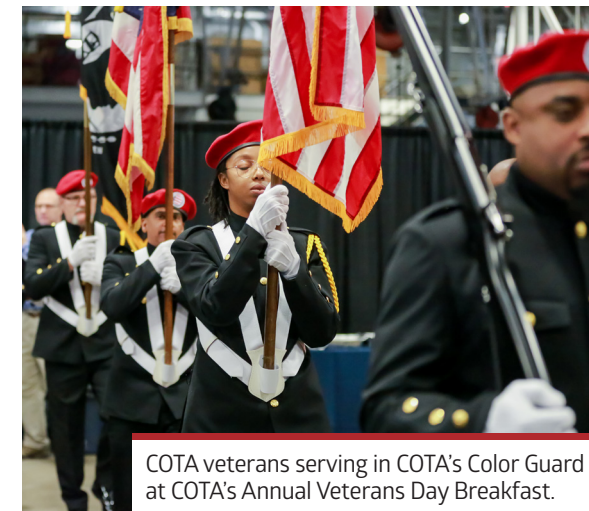
VETERANS EMPLOYEE RESOURCE GROUP

The Veterans Employee Resource Group (VERG) is committed to serving the employees of COTA and community partners through innovative and diverse initiatives, programs and activities. Members of the VERG strive to provide an inclusive environment and advocate for the growth, career advancement and overall support of all COTA's employees and their families.



NATIONAL VETERANS MEMORIAL and MUSEUM

Team COTA participating in the inaugural National Veterans Memorial and Museum 5-Mile Run/Walk.



COTA veterans serving in COTA's Color Guard at COTA's Annual Veterans Day Breakfast.



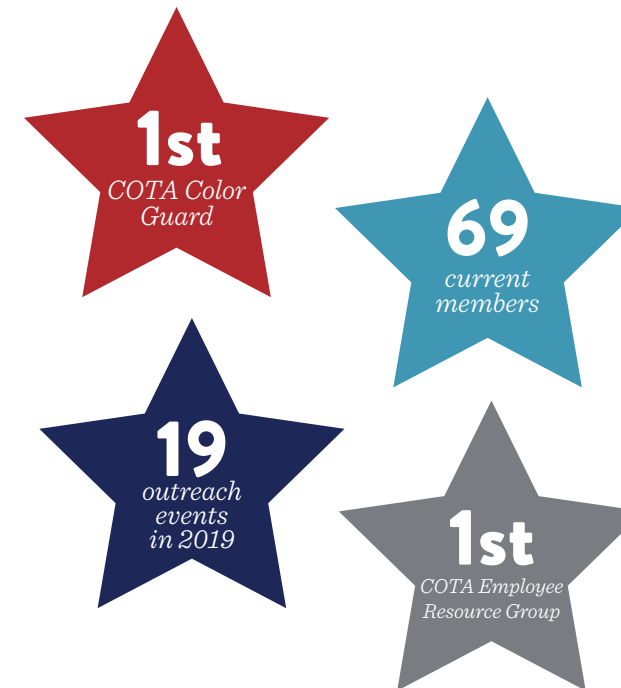
COTA veterans visiting the National Veterans Memorial and Museum during the Vietnam Veteran's Day Ceremony.



COTA Veterans and Veterans Employee Resource Group members hosting a Toys for Tots drive.

VETERANS OUTREACH EVENTS IN 2019

- 9/11 Remembrance Ceremony
- Armed Forces Day Luncheon
- Central Ohio Veterans Stand Down
- COTA Veterans Ceremony
- D-Day 75th Anniversary, Veterans Voice Panel
- Dedication of "Purple Heart Way"
- Habitat for Humanity
- Hilltop 5K Benefiting the Veterans of the Hilltop
- Memorial Ceremony: Honoring the Fallen
- National Veterans Memorial and Museum 5-Mile Run/Walk
- Ohio Department of Commerce 4th Annual Job Fair
- Ohio Women Veterans Conference
- Safe Communities Kickoff Event
- Topgolf Veterans Hiring Event
- Toys for Tots Drive
- Ohio Public Transportation Association Security Committee
- The City of Columbus Veterans Day Celebration & Parade
- Vigilant Guard: Statewide Exercise (Ohio National Guard/Ohio Emergency Management Association)
- Welcome Home Event for Veterans: Columbus Zoo & Aquarium



COTA 2019 IN REVIEW



↓
**LAUNCHED
COTA//Plus**

July 25



↑
ANNUAL LUNCHEON

October 2

→
**25 YEAR CLUB
CELEBRATION**

Honoring current and former employees who have given 25 years of service to our community as COTA employees.
November 12



↓
**CUSTOMER
EXPERIENCE
CENTER**

Grand opening November 20



←
**CANAL
WINCHESTER
PARK & RIDE
OPENS**

January 24



COTA 2019 IN REVIEW



←
**RED, WHITE &
BOOM "ZOOM
TO BOOM"**

Transported more than 68,000 customers.
July 3



→
**THE OHIO
STATE
UNIVERSITY**

Transported 1,319,028 students in 2019



↑
**LAUNCHED
MAINSTREAM
ON-DEMAND**

Transported 16,869 customers since launch.
May 6

←
**STATEWIDE
TRIBUTE TO
ROSA PARKS**

COTA partnered with Congresswoman Joyce Beatty and The Ohio State University to celebrate the legacy of Rosa Parks. The event is in its 15th Year.
December 2



→
**COTA ROADEO
& FAMILY
FUN DAY**

COTA's Rodeo & Family Fun Day is a summer tradition giving employees and their families a memorable experience.
August 10



↑
**NEW
VEHICLES**

Our compressed natural gas coaches are equipped with high-speed WIFI and USB charging ports under every seat.

To Move Every Life Forward

2019 introduces a new vision for the community, delivered by COTA

COTA unveiled the 2019-2024 Strategic Plan – Moving Every Life Forward – in July, anchored by an unprecedented commitment to equity, diversity and inclusion (EDI) in everything COTA does. The plan and its purposeful vision statement **“to move every life forward”** underlines mobility’s role in connecting people to prosperity throughout the region. The plan and vision are the culmination of an extensive research effort that included engagement with hundreds of individuals, employees, community leaders and organizations and peer transit agencies.

The plan defines four guiding principles, with EDI at the core, intended to deliver outcomes to the community COTA serves. In COTA’s case, EDI values will create access, opportunity and advancement for all people; ensure attraction and recruitment of a diverse workforce; and, foster a culture of inclusion, in which customers and employees feel valued.

At a glance, the guiding principles that provide the foundation for COTA’s strategic direction are:

Improve the Customer Experience to serve current and future customers and deliver an experience that is easy to use, reliable and convenient.

Provide (More) Access to Mobility Options to enhance service delivery to customers through partnerships with innovative organizations.

Achieve Organizational Excellence to make COTA employees focused, collaborative and innovative.

Prioritize the Use of Data and Analytics to make better decisions, enhance services and enhance safety.

As COTA moves forward in implementing the 2019-2024 Strategic Plan, members of Team COTA are working together to plan, execute and analyze possible strategic initiatives to be carried out by the entire organization. The intent of the strategic focus is not only to improve the customer-oriented segment of our service, but to improve the functionality of our team internally, as well as create a productive and inclusive environment for all employees.

We encourage the community to read the strategic plan, available here cota.com/who-we-are/strategic-plan – and to hold us accountable, as we steer the evolution of this valuable community organization forward.

“This strategic plan is a blueprint for COTA to provide enhanced mobility access to meet the needs of our growing and diverse community. By encouraging an inclusive culture at COTA, we can better provide service that is equitable for all Central Ohioans.”

Marlon R. Moore, Ph.D.

COTA Board of Trustees Member
SVP, Chief Diversity & Inclusion Officer
Huntington National Bank

THE STRATEGIC PLAN GUIDING PRINCIPLES



Customer Experience & Finances

OVERALL CUSTOMER SATISFACTION



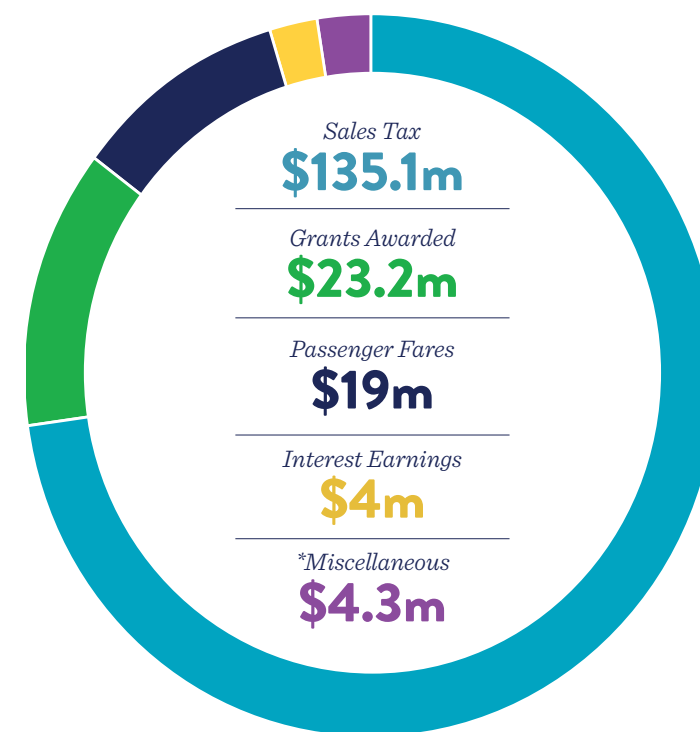
COURTESY OF OPERATORS



LIKELIHOOD TO RECOMMEND COTA SERVICES



HOW WE ARE SUPPORTED



*Reimbursement and fee revenue from existing partnerships.

Total Revenue
\$185.6m

Grants represent federal and state dollars that COTA leverages to make investments in services, infrastructure and assets.

- For example:
- Modernizing and moving toward an eco-friendly fleet
 - Establishment of On-Demand Transit Service
 - Upgrades to Transit Centers and Park and Rides

ORGANIZATIONAL GIVING

Total Charitable Donations By Employees **\$27,034** to 25 community organizations including:



Nonprofit Partnerships

Affordable Housing Trust	CompDrug	LifeCare Alliance	The Buckeye Ranch
African American Male Wellness Initiative	COMTO	Lighthouse Behavioral Health Solutions	The Center for Healthy Families
Age-Friendly Ohio	Direction for Youth & Families	Maryhaven	The Columbus Foundation
Alvis	Dress for Success	Mid-Ohio Board of Independent Living	The PEER Center
Annunciation Greek Orthodox Cathedral	Equitas health	Mid-Ohio Food Collective	The Red Zone
Arc Industries	Faith Mission	National Church Residences	The Salvation Army
Boys & Girls Club	First Congregational Church	National Coalition of 100 Black Women	Think Make Live Youth
Broad Street Presbyterian Church	First Step Recovery Center	National Veterans Memorial & Museum	TOUCH Program
CelebrateOne	Franklinton Rising	Nationwide Children's Hospital	Trinity Lutheran Church
Center for Family Safety and Healing	Girl Scouts of Ohio's Heartland	New Directions Career Services	United Way of Central Ohio
Center of Science & Industry	Godman Guild	New Life Church	Upward Bound - Columbus State
Central Community House	Goodwill Columbus	Ohio Association of Food Banks / Second Harvest	Urban Resurrection Community Development Corporation Hunger Outreach at Mt Olivet Baptist Church
Central Ohio Area Agency on Aging	Greater Columbus Arts Council	Ohio Youth Advocate Program	Volunteers of America Greater Ohio
City Year Columbus	Halt Violence	Our Lady of Peace	Workforce Development Board of Central Ohio
Columbus Area Chamber of Commerce	HandsOn Central Ohio	Physicians Care Connections	Worthington Church
Columbus Metropolitan Library	Holy Spirit Church	Pilot Dogs Inc.	Wright's Way Foundation
Columbus Partnership	Homeless Family Foundation	PrimaryOne Health Center	YMCA Columbus
Columbus Urban League	Homeport	Reeb Avenue Center	YWCA Columbus
Columbus Works	House of Hope	Second Baptist Church	
Columbus Young Professionals	Huckleberry House	Short North Alliance	
Columbus Zoo and Aquarium	Human Services Chamber of Franklin County	St. Stephen's Community House	
ComFest	I Know I Can	St. Vincent Family Center	
Community Development for All People	IMPACT Community Action	Star House	
Community for New Direction	J.O.I.N	Stonewall Columbus	
Community Housing Network	Jacobs House Recovery Center		
Community Mediation Services	Jewish Family Services		
Community Refugee and Immigration Services- Ohio	Law and Leadership Institute		
Community Shelter Board	Life Skills Center		



THE COLUMBUS FOUNDATION

THE BIG TABLE

"We appreciate COTA hosting two Big Table conversations last year. Their discussions regarding transportation, access to health care and jobs helped inform The Columbus Foundation with regard to its public investment in the Columbus region."

Doug F. Kridler

*President/CEO
The Columbus Foundation*

NATIONAL VETERANS MEMORIAL AND MUSEUM

VETERANS 5-MILE RUN

"COTA and the National Veterans Memorial and Museum are fully aligned in supporting our veterans. As a result, COTA is a tremendous partner, participating in veteran hiring events, celebrating special anniversaries and ensuring veterans have transportation to our events."

**Lt. Gen. Michael Ferriter,
U.S. Army (Retired)**

*President and CEO
National Veterans Memorial
and Museum*



COSI BIG SCIENCE CELEBRATION

"COSI is thrilled to partner with COTA as part of our commitment to being inclusive and accessible to all individuals – especially traditionally underserved populations. As a unique and strong transit partner, COTA helps bolster COSI as a top science institution in Central Ohio, especially evident when transporting the community for free for the COSI Science Festival."

Frederic Bertley, Ph.D.

*President & CEO
COSI*

downtown C-PASS

1,242,354
rides in 2019

C-PASS

"Simply put, Downtown C-pass is a collaborative approach to solving a problem. When we come together, we can develop innovative solutions that serve to benefit both businesses and residents – improving our quality of life and getting people where they need to go."

William Murdock

*Executive Director
MORPC*

COTA

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COLUMBUS, OH 43215
614-228-1776



@COTAbus | cota.com



The mark of
responsible forestry

This product is made of material from well-managed
FSC®-certified forests, recycled materials,
and other controlled sources.